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SOUTHERN AFRICA MANPOWER DEVELOPMENT

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Agreement Between the
UNITED STATES OF AMERICA
and SWAZILAND

Manpower
policy/
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Ecn asst

Signed at Mbabane August 31, 1978

Rev 1/9/81 GPS
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NOTE BY THE DEPARTMENT OF STATE

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SWAZILAND

Southern Africa Manpower Development

Agreement signed at Mbabane August 31, 1978;
Entered into force August 31, 1978.

GRANT NUMBER: 78-645-26
A.I.D. Project No. 645-0069

PROJECT GRANT AGREEMENT BETWEEN SWAZILAND AND THE UNITED STATES OF AMERICA FOR SOUTHERN AFRICA MANPOWER DEVELOPMENT

Dated: 31 August 1978

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ANNEX I: Amplified Description of the Project

I. General

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Section B: Training and Technical Assistance
Section C: Project Inputs

II. Procurement and Disbursement

1. Technical Assistance
2. Commodities
3. Construction

III. Housing

IV. Implementation

V. Evaluation

VI. Financial Plan

ANNEX 1: Attachment 1 – Request for OPEX Technician

ANNEX 1: Attachment 2 – Implementation Plan

[1] Not printed herein. The annex is deposited in the archives of the Department of State where it is available for reference.

A.I.D. Project No. 645-0069

PROJECT GRANT AGREEMENT DATED AUGUST 31, 1978 BETWEEN SWAZILAND ("GRANTEE") AND THE UNITED STATES OF AMERICA, ACTING THROUGH THE AGENCY FOR INTERNATIONAL DEVELOPMENT ("A.I.D.")

ARTICLE 1: The Agreement

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

ARTICLE 2: The Project

SECTION 2.1.: Definition of Project

The Project will assist Swaziland in alleviating critical manpower shortages which exist in the public sector. The Project will accelerate localization of key positions in the Swaziland Government by providing practical in-country training and advanced overseas course-work, and will provide to the Government of Swaziland the services of operational personnel (OPEX) to manage Swaziland's immediate public sector needs while nationals are being trained as well as to provide on-the-job training.

A.I.D. will assist in financing technical assistance, participant training, construction of houses, commodities, and general support costs. Annex I, attached, amplifies the above definition of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex I may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2, without formal amendment of this Agreement.

SECTION 2.2.: Incremental Nature of Project

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1. of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D. based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance.

ARTICLE 3: Financing

SECTION 3.1.: The Grant

To assist the Grantee to meet the costs of carrying out the Project,

A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended,[1] agrees to grant the Grantee under the terms of this Agreement not to exceed One million, six hundred fifty-five thousand U.S. Dollars ($1,655,000). It is anticipated that, subject to the conditions in Section 2.2, A.I.D.'s total contribution to the Project will be $9,292,000.

The Grant may be used to finance foreign exchange costs, as defined in Section 6.1., and local currency costs as defined in Section 6.2, of goods and services required for the Project.

SECTION 3.2.: Grantee Resources for the Project

(a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, all other resources required to carry out the Project effectively and in a timely manner.

(b) The resources provided by the Grantee for the Project under this Agreement will not be less than the equivalent of U.S. Dollars Two Hundred Twenty-Two Thousand ($222,000). It is anticipated that over the life of the project, three million twenty-five thousand ($3,025,000 including costs borne on an "in-kind" basis will be provided by the Grantee.

SECTION 3.3.: Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is September 30, 1983, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters are to be received by A.I.D. or any bank described in Section 7.1 no later than nine (9) months following the PACD, or such other period as A.I.D. agrees in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

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[1] 75 Stat. 424; 22 U.S.C. § 2151 note.

ARTICLE 4: Conditions Precedent to Disbursement

SECTION 4.1.: First Disbursement

Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D. A statement of the name of the person holding or acting in the office of the Grantee, specified in Section 8.2, and of any additional representatives, together with a specimen signature of each person specified in such statement.

SECTION 4.2.: Conditions Precedent to Construction

(a) Prior to any disbursement or the issuance of any commitment documents under the Project Agreement to finance the construction of technicians' housing, the Grantee shall furnish in form and substance satisfactory to A.I.D., written evidence that adequate land is available and that such land has been allocated for A.I.D.-financed project housing. The Grantee may, however, provide such evidence as is satisfactory to A.I.D. that adequate housing will be issued to the A.I.D.-financed technicians on a timely basis and that such housing may be used by the A.I.D. technicians until sites are identified and allocated and construction completed on technicians' homes.

(b) Prior to any disbursement or the issuance of any commitment documents under the Project Agreement to finance the construction of technicians' housing, the Grantee shall furnish in form and substance satisfactory to A.I.D. final plans and specifications inclusive of evidence indicating that appropriate sites have been allocated for this purpose.

SECTION 4.3.: Notification

When A.I.D. has determined that the conditions precedent specified in Section 4.1 and 4.2, have been met, it will promptly notify the Grantee.

SECTION 4.4.: Terminal Dates for Conditions Precedent

(a) If all of the conditions specified in Section 4.1 have not been met within 90 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to the Grantee.

(b) If all of the conditions specified in Section 4.2 have not been met within 120 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may cancel the then undisbursed balance of the Grant, to the extent not irrevocably committed to third parties, and may terminate this Agreement by written notice to the grantee.

ARTICLE 5: Special Covenants

SECTION 5.1.: Project Evaluation

The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

(a) evaluation of progress toward attainment of the objectives of the Project;
(b) identification and evaluation of problems or constraints which may inhibit such attainment;
(c) assessment of how such information may be used to help overcome such problems; and
(d) evaluation, to the degree feasible, of the overall development impact of the Project.

SECTION 5.2.: Provision of Technical Assistance

(a) The Parties agree that assignment of A.I.D. technical assistance personnel to work within government institutions of Swaziland will be based on requests by the Grantee in accordance with the criteria for A.I.D.-approval of technical assistance set forth in Annex I Attachment I thereto, Annex I and subsequent Project Implementation Letters will set forth the dates by which such requests will be made.
(b) The Grantee will sign contracts with each OPEX technician provided under this Project. The contract will provide for the pay, allowances, and benefits for such technicians on the same basis as the Grantee provides for its officials for a similar grade.
(c) The Grantee will take such steps as may be practicable, including the establishment of dual incumbency positions where feasible, to maximize the extent of overlap of A.I.D. technical assistance personnel with Grantee personnel trained under the Project.

SECTION 5.3.: Selection and Placement of Trainees

The Grantee convenants that, except as A.I.D. may otherwise agree in writing:

(a) it will select within one year after the arrival in Swaziland of each A.I.D.-financed technician, a suitable Swazi candidate to receive training outside Swaziland in the skills required to eventually assume the position within the Government of Swaziland occupied by that technician; selection of trainees will be submitted as part of the Training Plan described further in Annex I; and
(b) it will take such steps as may be required, including normal bonding procedures, to assure that individuals receiving training outside Swaziland will return to service within the Govern-

ment either to replace or work with A.I.D.-financed technicians, or to occupy such other positions commensurate with their training as the Parties may agree to in writing.

SECTION 5.4.: Support for Trainees

The Grantee covenants to provide, in support of persons selected for training, benefits, allowances and support as described in Annex I to this Agreement.

SECTION 5.5.: Support for Technical Assistance Personnel

The Grantee covenants to provide, in support of the A.I.D.-financed technical assistance personnel, basic salary, benefits, allowances and support, including staff services, as described in Annex I to this Agreement.

SECTION 5.6.: Housing

The Grantee covenants that, in addition to the houses being constructed under this Project, it will make available other suitable housing for use by the A.I.D.-financed technicians and their families in the event A.I.D.-financed houses are not then available upon their arrival in Swaziland.

SECTION 5.7: A.I.D.-Financed Houses

Except as otherwise agreed to by A.I.D. in writing, title to houses financed by A.I.D. under this Agreement will be vested in the Grantee. Notwithstanding that title is so vested, the Grantee covenants that it will reserve these houses for the use of A.I.D.-financed technicians working on this Project or other A.I.D. projects in Swaziland until such time as the Parties agree that these houses are no longer required for support of this or other A.I.D. projects in Swaziland.

SECTION 5.8: Government of Swaziland – Project Manager

The Grantee covenants that it will appoint a Project Manager to administer this Project with special attention provided to the organization of training programs.

ARTICLE 6: Procurement Source

SECTION 6.1.: Foreign Exchange Costs

(a) Except for ocean shipping, goods and services financed by A.I.D. under the Project shall have their source and origin in the cooperating country or in countries included in A.I.D. Geographic Code 941, except as A.I.D. may otherwise agree in writing. Ocean shipping financed under the Grant shall be procured in any eligible source country except the cooperating country.

(b) Not to exceed One Hundred Seventy Five Thousand U.S. dollars ($175,000), construction materials will have their source and

origin in countries included in Code 935 of the A.I.D. Geographic Code Book in effect at the time orders are placed a contract entered into for such materials.

(c) Subject to certain limitations which will be specified on Project Implementation Letters, technicians may have as their nationality countries included in Code 935 of the A.I.D. Geographic Code Book in effect at the time contracts are entered into for such services.

SECTION 6.2.: Local Currency Costs

(a) Not to exceed U.S. dollars Four Hundred Sixty Thousand ($460,000) is authorized for funding local currency costs for in-country training and construction.

(b) Disbursements pursuant to Section 7.2. will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Swaziland ("Local Currency Costs"). To the extent provided for under this Agreement, "Local Currency Costs" may also include the provisions of local currency resources required for the Project.

ARTICLE 7: Disbursement

SECTION 7.1.: Disbursement for Foreign Exchange Costs

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursement of funds under the Grant for the Foreign Exchange Costs of goods for services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:

(1) by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters,

A. requests for reimbursement for such goods or services, or

B. requests for A.I.D. to procure technical assistance or participant training services in Grantee's behalf for the Project, or

(2) by requesting A.I.D. to issue Letters of Commitment for specified amounts,

A. to one or more U.S. banks, satisfactory to A.I.D., commiting A.I.D. to reimburse such banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or

B. directly to one or more contractors or suppliers, commiting A.I.D. to pay such contractors or suppliers, through Letters of Credit or otherwise, for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

SECTION 7.2: Disbursement for Local Currency Costs

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained:

(1) by acquisition by A.I.D. with U.S. dollars; or

(2) by A.I.D.

A. requesting the Grantee to make available the local currency for such costs, and

B. thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favour of the Grantee or its designee, an amount of U.S. dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. Dollar equivalent of the local currency made available hereunder, will be, in the case of subsection (b)(1) above, the amount of U.S. dollars required by A.I.D. to obtain the local currency, and in the case of subsection (b)(2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

SECTION 7.3: Other Forms of Disbursement

Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

SECTION 7.4: Rate of Exchange

Except as may be more specifically provided under Section 7.2, if funds provided under the Grant are introduced into Swaziland by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into

currency of Swaziland at the highest rate of exchange which, at the time the conversation is made, is not unlawful in Swaziland.

ARTICLE 8: Miscellaneous

SECTION 8.1: Communications

Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such Party at the following addresses:

TO THE GRANTEE:

Mail Address: Prime Minister's Office
Department of Economic Planning and Statistics
P.O. Box 602
Mbabane, Swaziland

Alternate Address for Cables:

To A.I.D.:

Mail Address: A.I.D.
P.O. Box 750
Mbabane, Swaziland

Alternate Address for Cables: As above

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be submitted for the above upon the giving of notice. The Grantee, in addition, will provide the U.S. A.I.D. Mission with a copy of each communication sent to A.I.D.

SECTION 8.2: Representatives

For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting as Permanent Secretary, Department of Planning and Statistics and A.I.D. will be represented by the individual holding or acting in the office of Regional Development Officer each of whom, by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1 to revise elements of the amplified description in Annex I. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

SECTION 8.3: Standard Provisions Annex

An "Amplified Project Description" (Annex 1) and "Project Grant Standard Provisions Annex" (Annex 2) [1] are attached to and form part of this Agreement.

[1] See footnote 1, p. 4.

IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representatives, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

SWAZILAND

By: Z. A. KHUMALO

H.E.Z.A. Khumalo
Title: *Acting Prime Minister*
Date: 31 AUGUST 1978

UNITED STATES OF AMERICA

By: TED D. MORSE

Ted D. Morse
Title: *Acting Regional Development Officer*
Date: 31 AUGUST 1978

ANNEX 1

Amplified Description of the Project

I. General

A. Purpose of the Project

To alleviate the shortage of skilled manpower in the Government this Project will provide for three types of assistance:

1. Long-term academic training for Lesotho officials from development oriented sectors of the government.
2. Operational personnel (OPEX) to temporarily fill positions in government which will be later filled by participants returning from long-term training.
3. In-service training in Swaziland or other African countries as necessary in direct support of the above-mentioned positions or to make more efficient or effective the organizational units being supported.

The goal which this Project serves, along with other Government of Swaziland (GOS) and U.S. A.I.D. efforts, is to increase the GOS capability and efficiency in planning, designing and implementing national economic and social development programs. For the U.S. these are represented in the U.S. Congress' Mandate to A.I.D., as stated in the Foreign Assistance Act of 1961, as amended. GOS objectives and priorities will be expressed through the GOS Department of Establishments and

Training, and U.S. objectives and priorities through A.I.D.'s regional office (OSARAC) in Swaziland.

The purpose of this Project is to reduce critical manpower constraints to development mainly in the fields consistent with the U.S. Congressional Mandate while strengthening the public sectors' institutional capability to meet the development needs of the country. It is expected that at the end of Project there will be:

1. Increased numbers of Swazi nationals in positions of responsibility making substantive inputs into the planning design and implementation of the GOS's development programs.
2. Trained Government personnel to assure maintenance of high level operational efficiency of GOS offices, and
3. Improved GOS project preparation and planning of projects for funding by the Government or by A.I.D. and other donors.

B. Training and Technical Assistance

The GOS will prepare an Annual Training Plan identifying those positions for which it is prepared to release GOS staff for long-term training in preparation for assignment to those positions on completion of training. The plans will be submitted to A.I.D. in Implementation Letters. Where possible two, and under some circumstances more than two, participants will be trained with selection of incumbent to be made upon return. This training plan, prepared in collaboration with A.I.D., will serve as the basic working document in conduct of the long-term academic training. As a working document this plan will be subject to revisions and change as needed during the year.

A second function of the Annual Training Plan will be to identify and propose those positions which are suitable for occupancy by a temporary OPEX officer. Requests for OPEX technicians will demonstrate, insofar as possible, how each satisfies the following criteria.

1. The position is an established one, which is currently vacant or will become vacant at a foreseeable date; the vacancy of the position constitutes a constraint to development;
2. The position is related to development planning, administration, management or implementation. It represents a discrete need which can be met by the provision of a single individual;
3. Failure to fill the vacant position causes or may cause an emergency or critical situation; filling the vacancy will increase the efficiency and/or effectiveness in the unit which will prove valuable to government operation.
4. The vacant position or key supporting position is included in the government plan for localization and a counterpart is available to work with the OPEX technician and/or for

training. Give the education and experience of the counterpart.

5. There is a need for training of other personnel within the unit, or supporting units, with whom the OPEX technician will expected to work.

A third activity under the Project will be to identify in-service training needs including short-term advisory training services. The Project will finance short-term non-academic training and in-country or in-region training programs.

1. Short-term non-academic training will include short course study programs, specifically tailored to institutional needs, not undertaken to obtain an academic degree, diploma or certificate. Possible designs could involve training programs at specified technical institutions and work-study attachments to organizations in other countries. To the extent possible, this type of training will be offered in specific skills, such as computer programming, draftsmanship, statistical analysis etc. Participants will be drawn from the support staff or organizational units within GOS ministries. It is anticipated that such training programs usually will be offered to participants who serve on the staffs of organizational units to which an OPEX advisor is assigned. It is estimated that 5 person/months of short-term non-academic training will be offered annually.
2. In-country or in-region training will be conducted at staff training institutions primarily in the Southern Africa region, including Swaziland. By necessity, the courses will be short-term for the purpose of upgrading or expanding specific technical skills and administrative or management capabilities.

It is estimated that 42 GOS officials will be trained in the U.S. to fill positions identified in Annual Training Plans and approximately 420 GOS officials will be trained through in-service training programs and courses.

C. Project Inputs

Over the life of the Project, and subject to the availability of funds and agreement by the parties to proceed with the Project, A.I.D. will provide the following inputs:

1. an estimated 90 person/years of long-term OPEX operational services.
2. an estimated 65 person/months of short-term consultant services.
3. support for an estimated 90 person/years of long-term U.S. and African training for government officials.
4. support for an estimated 34 person/months short-term non-academic training for government officials.
5. other costs; support for

(a) short-term in-country or in-region training estimated at 360 person/months annually (18 courses),
(b) construction of 10 staff houses for OPEX personnel,
(c) Special Support Costs—to be used to OPEX personnel with selected services as well as to permit limited local procurement of certain necessary commodities and supplies.
(d) Contract Support—overhead and other administrative costs allocatable to the contract under which OPEX personnel are to be provided.

Over the life of the Project The Grantee will provide resources to the Project as follows:

Resources and procedures necessary for development and implementation of an Annual Training Plan will be provided in collaboration with OPEX personnel and in coordination with U.S. A.I.D.

Participants for long-term and short-term training will be made available for the period of training, by the GOS through release of GOS officials or through recruitment, and by commitment to continue their employment upon completion of training. GOS will provide a continuance of salary and local expenses allowances, continuation of government housing assignment and other standard GOS benefits for those undergoing similar training. Continuation of employment will normally be based on a two-for-one basis, i.e. at least two years service for each year of training.

The GOS will sign a local contract with each OPEX officer and will pay the basic local salary for each OPEX officer assigned to fill an established position in a Ministry or Department. GOS will provide residential housing and furnishings as necessary to supplement houses constructed under the Project. Other local allowances and employment benefits, such as medical services, travel and holiday leave will be provided on the same basis as for GOS employees of comparable rank. The difference in salary and allowances necessary to recruit OPEX officers from outside Swaziland, will be provided with A.I.D. funds in this Project through the contract mechanism.

For in-service training, the GOS will provide classroom space, released time for personnel and materials and teaching equipment as available.

II. Procurement and Disbursement

1. Technical Assistance

A.I.D. will contract directly with a U.S. firm or institution, wholly or in part, to supply the services of OPEX and other technical assistance personnel. Disbursements will be made in accordance with the terms of that contract.

2. Commodities

Standard A.I.D. procurement procedures will be used. Further details with regard to the special support budget item will be forthcoming in Project Implementation Letters.

3. Construction

The 10 houses to be funded by A.I.D. under the Project will be financed on a Fixed Amount Reimbursement (FAR) basis.

Under the FAR method, the Grantee will carry out the construction utilizing its own funds and following usual competitive bidding, contracting and construction management procedures. The amount of A.I.D. reimbursement will be fixed in advance, based upon reasonable cost estimates reviewed and approved by A.I.D. A.I.D. will reimburse the Grantee upon verification of the physical completion of the construction, according to design specifications previously reviewed and approved by A.I.D. To relieve financial strain upon the Grantee and to permit construction work to begin expeditiously, A.I.D. is willing to make an advance in an amount up to 50% of its fixed contribution to construction costs.

It should be noted that the emphasis in the "fixed amount reimbursement method" is upon the final output or physical completion of the construction not upon the costs, therefore, documentation supporting actual costs incurred will not be required. Since the amount reimbursable by A.I.D. is fixed it is understood that the Grantee will bear the expense of any cost over-run in building the houses. Details of disbursement procedures and documentation required to request an advance of funds and final reimbursement will be provided at a later date under Project Implementation Letters (PIL). The fixed amount to be reimbursed for construction of each house will be determined upon A.I.D. review of final plans and specifications, and will be specified in a PIL.

III. Housing

A.I.D. will finance the cost of construction of ten staff houses. Construction of these houses will commence as soon as possible after the effective date of this Agreement. Title to a house will be vested in the GOS and shall be reserved for the use of U.S.-financed technical personnel in the U.S. assistance program in those countries. At such time as A.I.D. and the GOS determine that the houses are no longer required for this or other A.I.D. Projects they will be available at the discretion of the GOL for inclusion in the government housing pool.

A.I.D. will approve of housing design, construction costs and

contractor selection as set forth in the Standard Provision Annex and in Implementation Letters.

A.I.D. will also monitor housing construction and determine that houses are constructed in compliance with approved plans and specifications.

IV. Implementation

It is expected that a contract will be negotiated with a United States institution, or partially by OSARAC, to provide the OPEX technicians and the short-term consultants.

(a) Annex I attachment 2 is a schedule for Project Implementation and includes estimated dates for initiation or achievement of certain significant Project events.

V. Evaluation

The evaluation plan will include two types of evaluation, one internal and two, external.

Internal evaluations will be made annually by GOS individual OPEX officers through annual reports and by GOS and U.S. A.I.D. through a full-scale annual review to determine progress and possible need for change.

Two major external evaluations are planned, one near mid-term and one near end-of-project. They will be conducted by an evaluation team which will include representatives of AID/Washington and of the contractor. The Scope of Work for these evaluations should include:

1. Validity of selection criteria for the OPEX advisory positions;
2. Extent of the GOS's provision of counterparts for the OPEX advisors;
3. Value of the training programs undertaken under the Project;
4. Retention and success of returned participants in assuming positions filled by OPEX advisors;
5. Degree of difference in the capacity and quality of operations in the organizational units where OPEX advisors have been provided. Judgements should also be made on the effectiveness of contractor's performance; and
6. Recommendation for possible Project extension or for follow-on project.

VI. Financial Plan

An illustrative financial plan follows as Table 1. Obligations by A.I.D. beyond the present fiscal year are subject to the availability of funds and mutual agreement by the Parties to proceed with the Project.

PROJECT FINANCIAL PLAN

(Source and Application of Funding—$ Thousand)

As of August 30, 1978

Project No. 632-0069

Project Inputs	Amount for an Incrementally Funded Project								
	Cumulative Obligations/Commitments as of August 30, 1978			Future Years Anticipated			Total		
	A.I.D.	B/G	Other	A.I.D.	B/G	Other	A.I.D.	B/G	Other
Technical Services	1,072	80		4,892	1,504		5,964	1,584	
Participant Training	88	40		880	752		968	792	
Other Costs	487	100		585	110		1,072	210	
Contingency	8	2		489	23		497	25	
Inflation	—	—		791	414		791	414	
Total	1,655	222		7,637	2,803		9,292	3,025	

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Attachment 1

Request for OPEX Technician under SAMD

Position:
Government Unit:
Estimated Starting Date:
Estimated Completion Date:

I. Position Description

(a) Attach relevant Government documents: position description, organization chart, etc.
(b) Describe main tasks, including any special functions beyond general position description, for which OPEX technician will be responsible during the contract period.

II. State briefly the basis for the request of a U.S. technician to fill this position. Utilize the following criteria in-so-far as possible:

A. The position is an established one, which is currently vacant or will become vacant at a foreseeable date; the vacancy of the position constitutes a constraint to development.
B. The position is related to development planning, administration, management or implementation. It represents a discrete need which can be met by the provision of a single individual;
C. Failure to fill the vacant position causes or may cause an emergency or critical situation; filling the vacancy will increase the efficiency and/or effectiveness in the unit which will prove valuable to government operation.
D. The vacant position or key supporting position is included in the government plan for localization and a counterpart is available to work with the OPEX technician and/or for training. Give the education and experience of the counterpart.
E. There is a need for training of other personnel within the unit, or supporting units, with which the U.S. technician will be expected to assist.

III. Position Staffing

Indicate when the position to be filled by the U.S. technician will become vacant. Specify grade level and salary scale.

ANNEX I

Attachment 2

Implementation Plan

NO.	MONTH	ACTION	AGENCY
1.	Aug. 1978	PP approved by AA/AFR	AID/W
2.	Aug. 1978	Project Agreement prepared	OSARAC
3.	Aug. 1978	Project Agreement signed	OSARAC/GOS
4.	Sep. 1978	OPEX Advisory needs developed	OSARAC
5.	Sep. 1978	PIO/T for contractor services issued	OSARAC/AID/W
6.	Sep. 1978	IFB prepared for housing construction and issued	OSARAC/REDSO/GOS
7.	Nov. 1978	Housing construction begins	GOS/REDSO
8.	Nov. 1978	Counterparts selected for OPEX advisors	OSARAC/GOS
9.	Dec. 1978	Award of contract	AID/W/OSARAC
10.	Jan. 1979	Initial PIO/P's issued for out-of-country training (1979/1980)	OSARAC
11.	Feb. 1979	OPEX nominations submitted to GOS	AID/W/OSARAC
12.	Mar. 1979	Housing construction completed	GOS/REDSO
13.	Apr. 1979	First OPEX advisors arrive	AID/OSARAC/GOS
14.	Aug. 1979	Training programs for 1980/1981 developed	GOS/OSARAC
15.	Oct. 1979	First internal evaluation; PAR	OSARAC/GOS
16.	Oct. 1979	Review OPEX staffing needs	OSARAC/GOS
17.	Nov. 1979	Instructions to contractor for OPEX recruitment	OSARAC/AID/W
18.	Dec. 1979	OPEX nomination submitted to GOS	AID/W/OSARAC
19.	Jan. 1980	Participants selected; PIO/P's issued for out-of-country training (1980/1981)	OSARAC/GOS
20.	Jan. 1980	OPEX advisors arrive	AID/W/OSARAC GOS
21.	Jul. 1980	Training program for 1981/1982 developed	OSARAC/GOS
22.	Aug. 1980	First external evaluation; PAR	AID/W/OSARAC/GOS
23.	Sep. 1980	Review OPEX staffing needs	OSARAC/GOS
24.	Oct. 1980	Instructions to contractor OPEX recruitment	OSARAC/AID/W
25.	Nov. 1980	OPEX nominations submitted to GOS	AID/W/OSARAC
26.	Jan. 1981	Participants selected; PIO/P's issued for out-of-country training (1981/1982)	OSARAC/GOS
27.	Jan. 1981	OPEX advisors arrive	AID/W/OSARAC/GOS
28.	Apr. 1981	Review OPEX staffing needs	OSARAC/GOS
29.	May 1981	Instructions to contractor for OPEX recruitment	OSARAC/AID/W
30.	June 1981	OPEX nominations submitted to GOS	AID/W/OSARAC
31.	Aug. 1981	Second internal evaluation	

NO.	MONTH	ACTION	AGENCY
32.	Sep. 1981	Training programs for 1982/1983 developed	OSARAC/GOS
33.	Sep. 1981	OPEX advisors arrive	AID/W/OSARAC/GOS
34.	Jan. 1982	Participants selected; PIO/P's issued for out-of-country training (1982/1983)	OSARAC/GOS/AID/W
35.	Aug. 1982	Third internal evaluation; PAR	OSARAC/GOS
36.	Sep. 1983	Final project evaluation	AID/W/OSARAC/GOS

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